

العنوان باللغة العربية

أثر الرضاء الوظيفي على تجربة المريض في دول أخرى مقارنة بالمملكة العربية السعودية

العنوان باللغة الانجليزية

The impact of job satisfaction on patient experience in other countries vs. Saudi Arabia

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العام الدراسي: 2023

الفصل الدراسي الثاني لعام 2023

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The impact of job satisfaction on patient experience in other countries vs. Saudi Arabia

Abstract:

The proposed study aims to compare the impact of job satisfaction on patient experience and the factors that contribute to healthcare workers' job satisfaction in other countries vs Saudi Arabia. By analysing secondary data of healthcare workers, the study can identify the differences and areas for improvement to enhance the quality of care provided to patients.

Findings:

Healthcare workers in Saudi Arabia reported a poor degree of overall job satisfaction. Long experience, long work hours, stress management, salary benefits packages, and patient satisfaction all had a substantial impact on job satisfaction, which in turn had an impact on the standard of treatment delivered. The amount of work and staff scheduling had a big impact on the standard of treatment. Healthcare workers in Saudi Arabia reported a poor degree of overall job satisfaction.

Keywords:

Patient experience, Quality of care, Job satisfaction, enhancement of medical services, hospitals, work-life balance

Introduction:

As one of the key elements in every organization's success, job satisfaction has become increasingly vital in recent years. Many scholars have been drawn to study and investigate work commitment as

a result of organizations realizing that they must win the loyalty and commitment of their employees in order to remain competitive edge in the market.

Job satisfaction plays a crucial role in healthcare settings, as it directly affects the overall performance and well-being of healthcare workers. Job satisfaction among healthcare employees is particularly important due to its potential impact on patient experience and quality of care. This research aims to explore the relationship between job satisfaction and patient experience in other countries and compare it to Saudi Arabia, highlighting the significance of addressing job satisfaction to enhance overall medical services.

Importance of the Study:

Highlight differences in job satisfaction between other countries and Saudi Arabia to analyse weaknesses to be improved to enhance patient experience.

Literature Review:

Previous studies have extensively examined job satisfaction among healthcare workers across various contexts. According to Al-Mugheed et al. (2022), workload, adverse events, and professional experience significantly influence patient safety attitudes among doctors and nurses. Similarly, Akram et al. (2021) found that frontline healthcare workers' attitudes towards patient safety were associated with their working environment and organizational culture.

Various theories and models further support the importance of job satisfaction in healthcare settings. One such model is Herzberg's Two-Factor Theory, which suggests that factors related to work content (e.g., recognition, responsibility) contribute to job satisfaction, while factors related to work context (e.g., salary, working conditions) can lead to dissatisfaction when absent or inadequate.

Methodology:

For this study, secondary data was collected from academic journals, reports, and databases. The sources used are mentioned in the references.

Analysis of Job Satisfaction in Healthcare:

Several factors contribute significantly to job satisfaction within the healthcare industry. Firstly, the level of compensation provided by employers plays a vital role. It is important for healthcare professionals to feel adequately rewarded for their skills, expertise, and the demanding nature of their work (Caponnetto et al., 2022). A fair compensation package not only demonstrates appreciation but also ensures financial stability for employees.

Secondly, work-life balance is crucial in maintaining job satisfaction among healthcare professionals. The demanding nature of healthcare jobs can be physically and emotionally draining. Therefore, organizations should provide flexible scheduling options and adequate time off to ensure that employees have time to rest and attend personal commitments without compromising patient care.

Thirdly, opportunities for growth are essential in keeping healthcare professionals engaged and satisfied. Providing avenues for professional development through continuing education programs or promotion opportunities allows individuals to enhance their knowledge, acquire new skills, and progress in their careers (Zhang & Chai, 2020).

Lastly, the work environment along with the organizational culture has a significant impact on job satisfaction among healthcare professionals. A supportive work environment creates a sense of belongingness, safety, and psychological comfort (Job Satisfaction among Primary Healthcare Workers in Saudi Arabia, 2022).

As per the comparison of my study, it was found that collegial relationships with colleagues promote teamwork, collaboration, and mutual support. This encourages an atmosphere conducive to sharing knowledge, promoting innovation, and improving patient care outcomes.

Organizational culture also influences job satisfaction. Positive cultures emphasize team cohesion, respect for diverse perspectives, and recognition of employee contributions. This creates a sense of purpose and value, contributing to higher levels of job satisfaction among healthcare professionals.

Analysis of Patient Experience in Healthcare:

Patient experience refers to the sum of all interactions a patient has with the healthcare system, including both clinical and non-clinical encounters (Ramsey et al., 2019). It encompasses aspects such as communication, respect, empathy, access to services, physical environment, involvement in decision-making processes, among others.

Secondary data analysis also revealed insights into patient experience. AL-Mugheed et al. (2022) emphasized the importance of patient safety attitudes among doctors and nurses for ensuring a positive patient experience. Effective communication between healthcare professionals has been identified as a crucial factor affecting patient experience (Kunjukunju & Ahmad, 2019).

Staff attitudes towards their patients greatly influence patient experience in healthcare settings. The display of empathy, respectfulness, professionalism contributes to building trust between providers and patients (Ramsey et al., 2019). On the other hand, negative staff attitudes or unprofessional behavior can detrimentally affect patient satisfaction levels.

The reason of high satisfaction with doctor-patient relationship might be explained by the fact that the treatment will be more effective and patient will be more satisfied when the patient-doctor

relationship is good. (Aljughaiman, A., Alshammari, A., Althumairi, A., Alshammari, A., Almasoud, N., & Nazir, M. A. 2018).

Saudi Arabia was found to be not far from the other nations when my study compared the analysis, giving close results to the concept of patient experience and also in terms of enhancement for this crucial area.

Relationship between Job Satisfaction and Patient Experience:

The relationship between job satisfaction among healthcare workers and patient experience is complex yet significant. Job satisfaction impacts various aspects of medical care delivery that can directly influence patient experience. For instance, satisfied healthcare professionals are more likely to engage in effective communication with patients, leading to better understanding and improved overall service quality (Kunjukunju & Ahmad, 2019). Additionally, high job satisfaction is associated with increased teamwork and collaboration spirit among healthcare providers, which further enhances the coordination and delivery of care.

Based on the results of (Cho, H. K., & Kim, B. 2022, February), personal education for nurses and refinement and management at the organizational level are considered necessary to enhance job satisfaction and organizational commitment while increasing the nurses' grit to improve nursing job performance.

As per my comparison, patient experience plays a vital role in healthcare settings as it influences the quality of care provided and overall outcomes. Factors such as effective communication, quality of care, physical environment, staff attitudes, and patient empowerment are crucial components that impact how patients perceive their healthcare journey. Continuous efforts should be made by healthcare organizations to improve these factors through training programs, process redesigns, and

incorporating feedback mechanisms so that patient satisfaction levels are continually enhanced for improved health outcomes.

The level of care that is delivered and job satisfaction are closely related. Health care employees must be satisfied at their jobs since it has a significant impact on their output and the caliber of their work. As per my observation, one of the most important aspects that affects the caliber of the care given and the effectiveness of the medical service is the job satisfaction of the medical professionals. The level of care that is delivered and job satisfaction are closely related. Longer work experience, salary benefits packages, stress management, long work hours, and patient satisfaction all had a substantial impact on job satisfaction, which in turn had an impact on the standard of treatment delivered. The amount of work and staff scheduling had a big impact on the standard of treatment. Hence Healthcare workers in Saudi Arabia reported a poor degree of overall job satisfaction.

Results:

To enhance job satisfaction among healthcare employees, several strategies can be implemented. Firstly, providing competitive compensation packages based on market standards can help increase employee motivation and overall job satisfaction (Geta et al., 2021). Secondly, recognizing employees' contributions through reward systems or acknowledgment programs fosters a sense of value and boosts morale.

Furthermore, offering continuous professional development opportunities allows healthcare professionals to expand their knowledge base while experiencing personal growth within their careers; this positively impacts their level of job satisfaction (Geta et al., 2021). Lastly, fostering a supportive work environment by promoting open communication channels, providing adequate resources and support systems contribute to employee satisfaction (Geta et al., 2021).

Organizational commitment can partially mediate the effect of work motivation on turnover intention. This means that to reduce turnover intention, employee work motivation must be increased, by increasing work motivation, can also increase organizational commitment. (Astuti, M. W., & Surya, I. B. K. 2020)

Also enhancing job satisfaction among healthcare workers also leads to improved quality of care within private hospitals. When healthcare professionals are satisfied with their jobs, they are more likely to exhibit positive attitudes towards patient safety and provide attentive and compassionate care (AL-Mugheed et al., 2022). Strengthening teamwork through interprofessional collaboration programs can further enhance the quality of care provided. As the above have been chosen and proven methods to work for a larger sector of healthcare, my recommendation for the Healthcare in Saudi Arabia would fall in these lines. The studies supporting my comparison have been highlighted in: (Refer to appendix 1)

Conclusion:

In conclusion, my sum up would be that job satisfaction among healthcare workers has a significant impact on patient experience. By addressing factors that influence job satisfaction such as compensation, recognition, professional development opportunities, and organizational support, private hospitals as well as public hospitals can create an environment that fosters high levels of job satisfaction.

Satisfied patients are more likely to recommend the facility or provider positively and foster loyalty within the community.

As per the journal of (Chen, X., Zhao, W., Yuan, J., Qin, W., Zhang, Y., & Zhang, Y. 2022) When creating patient loyalty, hospital administrators and nursing managers should make efforts to develop

positive patient experience of nursing care in daily clinical practice through organizational changes, culture shaping and staff education.

Concluded from the study of (Inayat, W., & Jahanzeb Khan, M. 2021) that satisfied employees were better in performance as compared to dissatisfied employees, thus contributing significant role in the uplifting of their organizations. As there are unstable economic and political conditions, it is therefore necessary for every organization to make their employees motivated and satisfied towards high performance by adopting different techniques and methods.

This subsequently enhances the quality of care provided to patients through effective communication, teamwork, and overall service quality. It is crucial for these strategies to be implemented consistently in order to ensure long-lasting improvements in both job satisfaction among healthcare employees and patient experience.

When comparing other nations to Saudi Arabia, overall health professionals expressed dissatisfaction with their work. Significant indicators of job satisfaction included pay and benefits, management praise, career opportunities, and patient appreciation.

Due to open labor rules for the private sector and insufficient enforcement of workplace norms for the bulk of the mostly small organizations, the working conditions between the public and private sectors significantly differ. Saudis desired employment in the public sector up to the last decade, favoring its working conditions to those of the private sector.

In order to encourage young people to seek jobs in companies that had previously relied on foreign labor, the government enhanced Saudization conditions (Nitaqat) in 2011. This resulted in a change in the private sector's employment rules. Furthermore, the position of employees working in the public sector is impacted by a policy of privatizing numerous government-owned businesses. The public sector workforce needs major leadership and productivity improvements to adapt adequately to the pace of economic change and to efficiently provide public services.

Intriguingly, the concept of job satisfaction can be viewed from an individual or social perspective, or from viewpoints like cost and reward, public sector and private sector, or from the summed intrinsic and extrinsic factors of all these. It may also be applicable to productivity and organizational commitment. Job satisfaction might thus be elevated to a new level and seen as reducing productivity-related obstacles or as a motivator for productivity and organizational commitment all over the globe.

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Appendix - 1:

Author/year/ region in Saudi Arabia	Study design/methods	Population and setting	Aim	Main results, comments, and recommendations
El-Gilany and Al-Wehady 2001	Cross-sectional	Profession: Nurses Year of the survey 2000 Region: Al-Hassa 60.1%, North 30.9% Place of work: PHC Center 40.8%. Number 233; all were females Nationalities: Saudi Age: <30 =89.3%, >30 = 10.7% Married 62.2% Residence: urban: 88.4% Hospital-based work: 59.2%, Work experience < 5 years: 62.2% Qualifications: Nurse diploma 97%,	To assess the job satisfaction level of female nurses & to study factors that might increase their job satisfaction	More than 87% satisfied with their workplace. 92% were satisfied with their workplace and the role assigned. The majority preferred one-shift duty because of social and family obligations. Those assigned to female and pediatric wards or clinics were more satisfied (95.7%) vs male +/- female wards /clinics (84.3%) The majority (98.7%) of nurses interviewed would not accept working with male patients. To increase their satisfaction there is a need to improve the social attitude towards the nursing profession and to provide more comfortable working conditions.
Almalki et al., 2012	Cross-sectional	Profession: Nurses Health care system: primary healthcare center nurses Region: Jazan Total number surveyed: 584 Respondents: 508 (RR = 87%) Saudis: (72.2%), 67.3% females, 44.1% aged 20-29 & 73.8% were married and 61% had children and 54.9% had dependent adults. 47.4% had a Diploma, 33.7% an Institute Certificate, 12.8% an Associate Degree, and only 5.3% had a Bachelor Degree or higher. 46% had a salary of 5,000-10,000	to examine the relationship between quality of work-life and turnover intention of PHC nurses in Saudi Arabia.	Respondents were dissatisfied with their work-life, with almost 40% indicating a turnover intention from their current primary healthcare centers. Dissatisfaction was more with males, shorter positional tenure (<4 years) or organizational tenure (<4 years) or lower salary tier. The turnover intention was significantly related to the quality of work-life. Using standard multiple regression, 26% of the variance in turnover intention was explained by the quality of work-life, $p < 0.001$, with $R^2 = .263$. The quality of work-life explained an additional 19% of the variance in turnover intention, after controlling for demographic variables.

Author/year/ region in Saudi Arabia	Study design/methods	Population and setting	Aim	Main results, comments, and recommendations
		SR/Mo (1US\$ = SR 3.75) 62% covered ≥ 2 departments or more during their duties. The mean work experience as an RN was 11.3 years, with about 6.6 years in the current primary healthcare organization and 6.1 years in the current position		Comments: a large study, many primary healthcare centers (nearly all centers).
Allebdi and Ibrahim 2020	Cross-sectional	Participants: Saudi physicians System: PHC, 45 primary healthcare centers Region: Jeddah Nationality of participants: Saudi Period: 1/3/2016 to 31/9/2016 Response rate 83% (143) Mean Age: 32.8 ± 5.6 years, (range 23-49y) Gender: 59.7% females Level of specialization: 28.8% were specialists. Salary: 53.8% had a salary <20,000 Saudi Ryall. Mean work experience duration 2.0 ± 0.8 years	To assess the level of job satisfaction To assess factors contributing to the dissatisfaction of Saudi physicians in PHC centers	- 63% were satisfied with the nature of work in the primary healthcare centers - 25.2% were satisfied with the payment. - 83.2%, were dissatisfied with the contingent rewards and - 76.5% were dissatisfied with the fringe benefits. - None of the specialists were satisfied with the work compared to 10.6% of the general practitioners. Only 6.7% were satisfied with the contingent rewards, and 9.2% were satisfied with the fringe benefits. The overall level of satisfaction about work in the primary healthcare centers, only 7.6% were satisfied, 49.6% were ambivalent, and 42.9% were dissatisfied. Other factors that were associated with dissatisfaction but to a nonsignificant level ($P > 0.05$) were longer the duration of work at the same primary healthcare centre, higher income, or none-specialists. Comments: For Saudi primary healthcare physicians, low financial incentives (contingent rewards and fringe benefits) impose a negative impact on job satisfaction. On the other side, the nature of work has had the most positive impact on job satisfaction. Further studies and

Author/year/ region in Saudi Arabia	Study design/methods	Population and setting	Aim	Main results, comments, and recommendations
				interventions are needed to further improve job satisfaction amongst national Saudi physicians.
Bawakid et al., 2018	Cross-sectional	Profession: Saudi family physicians Period: 1/1/17- 1/10/17 Total: 116 family physicians in Jeddah region and 180 Eastern regions) System: PHC centers, Ministry of Health Regions: Jeddah and Eastern Region. Respondents: 237 Response rate: 74.4%, n = 134 Eastern Region vs 89% (n = 103) of Jeddah region. Gender: 159 (67.1%) Female Mean age: w 37.8 ± 5.7 years. Married (n = 206, 86.9%). Experience <10 y: 195(82.1%). Mean working hours 5.79 ± 3.19 h/d Mean patients/outpatient clinic: 24 ± 8 patients.	to assess the level of professional satisfaction and to compare and identify the factors potentially associated with professional satisfaction/dissatisfaction among family physicians.	Overall satisfaction rate: 147 (62%) of respondents. Male doctors were less in number yet more satisfied (71%). FPs of the Eastern Region were slightly more satisfied (63.4%) when compared with 59.2% of Jeddah but not significantly (P >0.05) Most study participants think of themselves as inferior to other specialties. Similarly, the majority perceived that the community and doctors of other specialties all consider them as inferior specialties. Factors significantly associated with professional dissatisfaction included family physicians having the opinion that they were not respected by community members [OR 2.7, CI: 1.24- 5.97, P= 0.012] and family physicians' perception of being inferior to other specialties (OR 13.59, CI: 4.98- 37.07, P < 0.001). Most satisfied family physicians were content with their clinical job and did not desire any additional administrative work (n = 155, P < 0.001). Teaching/training postgraduate residents was the only additional duty in which around 61% (n = 144) FPs showed interest. Comment: A better self-job-esteem and participation in academic and research work are important positive factors that should be investigated and utilized to improve the job satisfaction level of Saudi family physicians.

Author/year/ region in Saudi Arabia	Study design/methods	Population and setting	Aim	Main results
Al-Muallem et al., 2019	Cross-sectional	Region: Riyadh, Participants: Pharmacists Total surveyed: 515 Respondents: 325 (63%) 63.4% were government employees Gender: 57.8% F Age 25-30: 35.7% Nationality: 78.2% were Saudis Settings: public & private hospitals/primary healthcare centers, community pharmacies, primary healthcare pharmacies, industrial pharmacies, and academic pharmacies. Marital status: 61.8% married. Work status: 88.1% worked 36-44 hrs/week 96.6% were full-time.	To assess JS, work commitment & ITL among pharmacists in different healthcare settings in SA Factors affecting JS Marital status, nationality, salary, level of education, working hours, place of work ...	- Most (73.7%) of the pharmacists were satisfied (39.1% satisfied and 24.6%, slightly satisfied) with their current job, and 61.2% were likely to leave their job despite the degree of satisfaction reported and 14.3% reported unsafety to patient. - 29% were dissatisfied with variable degrees. - 61.9% had the intention to leave. Predictors of pharmacists' intentions to leave in multiple logistic regression analysis were job satisfaction and work commitment (OR=0.923; 95% CI: 0.899 to 0.947; $p<0.001$ and OR=1.044; 95% CI: 1.014 to 1.08; $p=0.004$, respectively), whereas demographic characteristics did not affect. Sufficient freedom to use own judgment in pharmacists' job was an important factor in job satisfaction but salary stood as the most significant factor related to JS ($p=0.047$) Although the pharmacists surveyed were satisfied and committed to their current job, they had the intention to leave suggesting a very complex interplay between job satisfaction and intention to leave. Comment: Further research is recommended to clarify why pharmacists in Saudi Arabia have the intention to leave their pharmacy practice job and how to satisfy their unmet needs of better job satisfaction and retention of such an important specialty in the primary healthcare domain.
Mirza et al., 2020	Cross-sectional	Profession: surgical healthcare professionals Facilities: King Abdullah Medical City, King Faisal Hospital, and Al-Noor Specialist Hospital, Makkah, Saudi Arabia serving as primary healthcare facilities and delivering primary healthcare for pilgrims during pilgrimage time Number: 146 participants: Qualifications: 28 (19.18%) consultants, 61(41.78%) specialists and 57 (39.04%) residents. Gender: 118(80.8%) were males. Nationality: 79(54.5%) non-Saudis The mean age was 37.47 ± 9.94 years.	to assess the job satisfaction of working during Hajj, and to determine the potential predictors of overall job satisfaction in Hajj and non-Hajj periods.	This is a peculiar study where the hospital assigned work as primary healthcare and specialized hospitals for pilgrims had any medical or surgical issues. Overall job satisfaction scores in the Hajj period were slightly better than none in -Hajj period but the difference was not significant (5.53 ± 1.19 vs 5.40 ± 1.3; $p>0.05$). During the Hajj period, the surgeons were significantly more satisfied in terms of "amount of variety in work" ($p<0.05$), while they were significantly dissatisfied about "physical working condition", "hours of work" and "attention paid to suggestions" ($p<0.05$). Comments: Working as a healthcare provider during Hajj may be an exciting experience and an excellent learning opportunity, as it represents the largest mass gathering in the world, with people coming from almost all countries. associated with an increased amount of responsibility and workload which may constitute the major factor that counterweighs the variety of work on the satisfaction scale. Religious and spiritual factors are potential factors that need to be further examined to help improve the job satisfaction of health care providers working under different conditions.

Author/year/ region in Saudi Arabia	Study design/methods	Population and setting	Aim	Main results
Alqahtani et al., 2018.	Cross-sectional	Orthodontists Study population: All orthodontists registered with the Saudi Orthodontist Society having work experience in the Kingdom. Region: national level. respondents: 161 (13.4%) Nationality: 57.8% Saudi, 42.2% were non-Saudi. Gender: 33.5% females Age <30: 13.7% 31-40: 46%, 41-50: 24.8 Training experience: 44.1 in SA and 23.6% Arab Qualification: Board 55.3%, MSc 24.2% Work experience: 16-25y 16.8%, 3-8y 39.1, 9-15 y 18.6%, <3 y = 25.5%	To assess level of job satisfaction among orthodontists in relation to some significant intrinsic and extrinsic factors that generally affect their performance.	The majority (80.7%) were satisfied with orthodontics as their profession irrespective of their gender and depicted a higher level of passion and commitment although they do not have adequate time for their personal life. The vast majority (88.2%) reported that orthodontic specialty was my first choice. Only 4.4% showed dissatisfaction, whereas the remaining 14.9% were moderately satisfied with orthodontics as a profession. Factors affecting or associated with satisfaction/dissatisfaction: The majority (56.2%) showed reservations over having ample time for their family life. A marginal majority (52.8%) strongly agreed that they are assigned significant paperwork. Likewise, 66.5% showed moderate dissatisfaction over time adherence by the patients. Comments: - Free well in a career choice is an important asset in satisfaction. - The working efficiency of orthodontists may be significantly enhanced by reducing paperwork and improving patients' compliance with appointments.
Al Jazairy et al., 2014	Cross-sectional	All dental assistants working in public and private institutions who were able to understand the DASS questionnaire (in English) were included, whereas others not fluent in the English language were excluded. Region: Riyadh 8 public and 6 private Public participants: 349 (70.1) Period: 5 months (2/2013 onwards) Respondents: 498 (72.1%) Nationality: 111 (22.3) Saudis Gender: 417 (83.7%) females Age: 41.9% <30, 32.6% 30-40y Mean age: 34.19 ± 8.70 (20 to 58). Credentials: Dental degree 306 (61.4), Diploma in Dental Assisting 67 (13.5) Years of experience: ≤10 339 (69.5) >10 = 30.5%	to assess the influence of professional and personal characteristics on job satisfaction among dental assistants.	The mean score for overall job satisfaction was 3.86 (satisfied) out of 5. Among the work environment factors, the highest mean score, 4.26 (satisfied), was obtained for quality of service, and the lowest mean score, 2.78 (neutral), was obtained for the perception of income. Income and general prospects of the profession were significantly associated with overall job satisfaction. Five important factors were related to job satisfaction: 1) Professional and personal life, 2) quality of service, 3) perception of income, 4) prestige, and 5) self-respect Dental assistants were considerably satisfied with their jobs despite differences in professional formation standards. Regarding the perception of income 77 (15.5%) were satisfied, 265 (53.4%) were neutral, and 154 (31.0%) were dissatisfied. Regarding the quality of service: 454 (91.2%) were satisfied.